

MUNICIPAL SERVICE REVIEWS

PHASE ONE REPORT

A Report to Orange County LAFCO

Prepared by:



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&



The Keith Companies

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EXECUTIVE SUMMARY

From March to May of 2003, a team of professional consultants hired by LAFCO conducted a series of countywide interviews with key stakeholders in Orange County as part of the first phase of LAFCO's Municipal Service Review ("MSR") Program. The interviews were designed to provide LAFCO perspectives and insights into what stakeholders believe to be the major service and infrastructure challenges, concerns, and opportunities for Orange County over the next 15 to 20 years of growth and change.

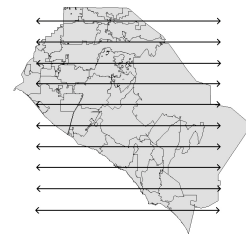
During the interview process, stakeholders expressed the following six shared concerns about regional growth and planning in Orange County.

1. The County needs a countywide vision and leadership committed to achieving that vision.
2. Urban water runoff represents a new type of challenge with a complexity and scope that exceeds the capacity of individual cities, special districts, and regulatory agencies working on their own.
3. Future water supplies and wastewater capacity may not be sufficient to meet the current population projections for Orange County.
4. Aging water and wastewater infrastructure systems and facilities.
5. Ability to maintain and provide uniform access to open space and recreational facilities is a growing problem.
6. Imbalance between affordable housing supply and available jobs continues to exacerbate inter-county congestion and threaten Orange County's long-term economic competitiveness.

State law is relatively silent about how LAFCOs should implement the MSR studies. Based on the key findings from the interviews, the consultants recommend that LAFCO implement two concurrent approaches to the MSRs.

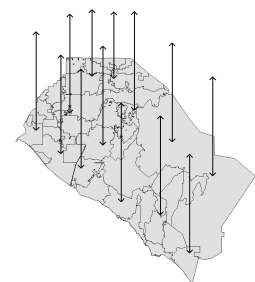
"Horizontal" MSRs

"Horizontal" MSRs would be designed to address service and infrastructure challenges that horizontally span across multiple jurisdictions. A horizontal MSR would be conducted countywide or by a region defined by the nature of the service or infrastructure challenge at hand (e.g., watershed, coastal, inland, etc.).



"Vertical" MSRs

"Vertical" MSRs would be designed to address service and infrastructure challenges that are vertically characteristic to specific "focus areas." Vertical MSRs would be conducted for each area of the County and would result in: (a) updates to the sphere of influence of each agency in the "focus area," and (b) nine LAFCO determinations required by law.



BACKGROUND

THE CONSULTANTS

On March 12, 2003, the Orange County Local Agency Formation Commission (LAFCO) entered into contracts with Moore Iacofano Goltsman, Inc. (MIG) and The Keith Companies (TKC) to conduct a series of interviews with key stakeholders in Orange County as part of the first phase of LAFCO's Municipal Service Review ("MSR") Program.

THE PURPOSE

The Phase One Stakeholder Interviews were designed to provide a framework and establish working guidelines for the programmatic implementation of subsequent phases of the MSR Program in a manner that is consistent with LAFCO's "guiding principles" for the MSRs:

- ▶ MSRs should be **future-oriented** studies that address future growth and municipal service and infrastructure needs and opportunities over the next 15 to 20 years.
- ▶ MSRs should be **valuable to the stakeholders and the public as the ultimate end-users** of the studies.
- ▶ MSRs should be conducted through an **open and inclusive process**.

To develop a framework for the MSRs that is "valuable to the stakeholders and the public as the ultimate end-users," it is important that the Commission first hear what the stakeholders themselves believe to be the critical services and service challenges in Orange County over the next 15 to 20 years, and where community leaders believe LAFCO and the MSRs can play a valuable role in those service issues. Based on the interviews and analyses of the findings, this report makes recommendations to the Commission on:

1. How LAFCO should proceed with the implementation of the MSRs in subsequent phases of the Program through MSR "focus areas."
2. What key municipal services and service challenges LAFCO should focus on in the MSRs.
3. What should be the key process elements of each MSR that will successfully produce the mandatory outputs and desired outcomes from the MSR process.

Mandatory Outputs

Government Code Section 56430 requires LAFCO to:

1. Make nine determinations about present and future opportunities, constraints, and needs:
 - a. Infrastructure needs or deficiencies
 - b. Growth and population projections for the affected area
 - c. Financing constraints and opportunities

- d. Cost avoidance opportunities
 - e. Opportunities for rate restructuring
 - f. Opportunities for shared facilities
 - g. Government structure options, including advantages and disadvantages of consolidation or reorganization of service providers
 - h. Evaluation of management efficiencies
 - i. Local accountability and governance
2. Update city and special district spheres of influence.

Desired Outcomes

In addition to the mandatory outputs, the Commission has expressed a desire for the MSRs to engage stakeholders and the public in a high-level discussion about future growth that leads to the following outcomes:

1. Raise awareness about future growth and change among governments, stakeholders, and the public.
2. Identify opportunities for cooperation, coordination, and collaboration.
3. Acknowledge existing programs and policies already in place and build on existing successes and opportunities for success.
4. Facilitate structural changes (e.g., consolidations, mergers, reorganizations) when requested by stakeholders or when information and data are compelling.

LAFCO MSR OVERSIGHT COMMITTEE

In 2002, LAFCO selected four of its Commissioners – Peter Herzog (City), Charley Wilson (Special District), Susan Wilson (Public), John Withers (Special District) – to serve on a LAFCO MSR Oversight Committee and provide direction and guidance to staff on the development of:

- ▶ LAFCO's MSR Guiding Principles
- ▶ A strategic and programmatic approach to the MSRs
- ▶ The Phase One Stakeholder Interview process:
 - Selection of stakeholder interviewees
 - Preparation of an interview questionnaire
 - Analysis of interview findings and recommendations to LAFCO in a Phase One Consultant Report

THE STAKEHOLDERS

The MSR Committee selected more than 30 stakeholders in Orange County to participate in the countywide interview process. Stakeholders were selected from the public and private sectors and

included a broad range of professional and governmental fields to provide the Commission a diverse set of views and perspectives about Orange County's future service challenges.

Interviewees were drawn from the following general categories:

- ▶ City / County
- ▶ Education
- ▶ Elected Official
- ▶ Environmental Advocate
- ▶ Influencer
- ▶ Information Provider
- ▶ Utility / Public Service

A list of the stakeholders who participated in the interviews is included in Appendix "A" of this report.

THE INTERVIEWS

Each interview was conducted in-person by one or more representatives from one of the two MSR consulting teams. The interviews were held using a fifteen-question, open-ended questionnaire jointly developed by LAFCO staff, the consultant team, and the MSR Oversight Committee. The questionnaire (Appendix "B") was designed to encourage open dialogue between the interviewer and interviewee and sought to gather perspectives, opinions, and perceptions from the stakeholders on:

- ▶ The availability of accurate and reliable data and information about growth, demographic change, and infrastructure in Orange County.
- ▶ Orange County's biggest challenges in the next 20 years and what agencies are doing to plan for and address those challenges.
- ▶ What role the County, cities, special districts, and other agencies and organizations should play in planning for future growth, both locally and regionally, and how those groups can collaboratively coordinate their efforts.
- ▶ What leadership roles the County, cities, special districts, and LAFCO should play in Orange County.

To encourage open and candid responses, each of the interviewees was assured that all interview responses would be disassociated from the identities of the interviewees. In addition, none of the Commissioners or staff attended or participated in any of the interviews.

*****NOTE:** See Appendix "C" for a comprehensive and detailed matrix of the interview responses sorted by questions and stakeholder categories.

KEY FINDINGS

Several conclusions about the MSR Program can be drawn from the common themes and trends identified within the interview responses, including direction to the Commission on what stakeholders believe to be:

1. Key service and infrastructure challenges for Orange County over the next 15 to 20 years of growth.
2. Key roles LAFCO can and should play and focus on within the MSRs.
3. Key process elements for LAFCO to incorporate into the MSRs.
4. The types of governance tools and structural opportunities available to help Orange County's service providers plan for future growth and change.

REGIONAL SERVICE AND INFRASTRUCTURE CHALLENGES

Stakeholders expressed a number of shared concerns about the regional growth and planning of Orange County. While not all of these concerns may be directly relevant to the specific goals and guiding principles of the MSRs, they provide context for a more detailed discussion of where LAFCO should focus its resources through the MSRs and what LAFCO's roles should be within the MSRs.

Concern #1

The County needs a countywide vision and leadership committed to achieving that vision.



Multiple interviewees expressed a growing need in Orange County for a uniform, countywide vision for the County's future growth and demographic change. Stakeholders also voiced their frustration over the lack of countywide leadership to raise much needed dialogue about the future of government, community, and change in Orange County.

Stakeholders offered several success stories in Orange County that are notable examples of inter-jurisdictional cooperation – such as joint powers authorities (JPAs) like the Orange County Fire Authority (OCFA), inter-jurisdictional projects like the OCTA taxi certification program, and countywide forums like the Orange County Leadership Symposium (OCLS). These success stories are regarded as positive steps toward greater coordination, collaboration, and cooperation in Orange County. They are also regarded, however, as just the beginning steps.

Interviewees also referred to the efforts of the Orange County Business Council (“OCBC”) and the Orange County Health Needs Assessment (“OCHNA”) as positive advancements toward building better partnerships between the public and private sectors and creating a uniform, countywide vision for Orange County. Stakeholders also expressed the need for greater inter-county and inter-regional coordination to address regional issues like transportation and housing.

Concern #2

Urban water runoff represents a new type of challenge with a complexity and scope that exceed the capacity of individual cities, special districts, and regulatory agencies working on their own.



Urban runoff was identified as a key regional service challenge during many of the interviews. As with a number of other issues such as transportation and housing, stakeholders expressed that urban runoff is beyond the ability of single local jurisdictions to address. Instead, interviewees saw Orange County's runoff issues as a much more complex environmental problem requiring greater regionally coordinated efforts of all affected parties (e.g., cities, special districts, County, etc.). Due to the scope of this particular service challenge, stakeholders indicated that there are a multitude of local and regional issues of prevention, treatment, funding, public education, and regulatory consistency that must be resolved.

Stakeholders referred to existing efforts by various organizations to find solutions to the urban runoff problem. These efforts, however, are seen as fragmented and lacking coordination with one another. Interviewees expressed frustration that none of the agencies hold any real legitimized authority to assume a leadership role in coordinating the urban runoff management efforts.

Several interviewees also expressed frustration in trying to work with two different regional water quality control boards (Santa Ana and San Diego) with two different sets of policies and standards. The Commission should consider whether LAFCO and the MSRs can and should play a role in bridging the gap between the local agencies and the regional regulatory bodies on urban runoff issues and programs.

Concern #3

Future water supplies and wastewater capacity may not be sufficient to meet the current population projections for Orange County.



Most interviewees believe that Orange County has an adequate supply of potable and non-potable water today. Many city and special district stakeholders expressed skepticism, however, about the future sufficiency of water supplies and the capacity of wastewater treatment facilities to serve more than half a million more residents over the next 20 years.

Most of Orange County's water providers rely heavily on the Metropolitan Water District of Southern California (MWD) and the Orange County Water District (OCWD) for imported water and groundwater, respectively. LAFCO should consider engaging Orange County water providers in a cooperative discussion about water supplies and exploring alternative sources of imported water similar to the types of independent water supply activities the Irvine Ranch Water District and Santa Margarita Water District are engaging in.

LAFCO should also consider engaging and possibly seeking partnerships with the regional sanitation agencies in Orange County (e.g., Orange County Sanitation District, South Orange County

Wastewater Authority, etc.) to explore issues, challenges, and opportunities in planning for future growth and capacity in the various wastewater systems.

Concern #4

Aging water and wastewater infrastructure systems and facilities.



Stakeholders identified current and future challenges in maintaining, upgrading, and replacing Orange County's water and sewer systems. Interviewees indicated that many utility systems and facilities in northern Orange County are rapidly aging and are under capacity. Maintaining and replacing infrastructure, not just limited to water and sewer facilities, are perceived to be an even greater challenge in the newer communities of southern Orange County where the infrastructure is aging altogether at once. Funding and public finance options play a critical role in upgrading and expanding infrastructure to accommodate future growth and increasing densities.

The growing trend to regionalize municipal services, including infrastructure planning, should be explored by the MSRs as an opportunity for promoting greater inter-jurisdictional coordination to address and resolve agencies' shared service issues and challenges. Many stakeholders indicated prior successes through JPAs and other multi-agency cooperative programs.

Concern #5

Ability to maintain and provide uniform access to open space and recreational facilities is a growing problem.



Cities are increasingly unable to afford to operate facilities such as parks, even when capital resources from developer "land grants" and state bond issues are relatively abundant. There is a need for new approaches to providing operational as well as capital funding to ensure uniform availability and access to these resources.

One of LAFCO's missions is to promote orderly development patterns while encouraging the preservation of agricultural and open space lands. The Commission may wish to consider whether the MSRs be used by LAFCO to play a more proactive role in working with agencies to promote greater open space and recreational opportunities in the County. There may also be opportunities for LAFCO to work with the northern cities and the County to address the perceived lack of adequate park and open space areas in northern Orange County.

Concern #6

Imbalance between affordable housing supply and available jobs continues to exacerbate inter-county congestion and threaten Orange County's long-term economic competitiveness.



While many stakeholders believe that Orange County has worked well to address internal congestion, the lack of affordable housing and congestion caused by long-distance commuting from

outlying counties to Orange County jobs continues to strain the local and regional transportation system and infrastructure and demands greater inter-city cooperation and solutions. Stakeholders expressed the need for greater inter-county coordination to appropriately address the multi-county impact of the jobs-housing imbalance. The Commission should consider whether LAFCO and the MSRs can and should play a role in addressing Orange County's regional challenges in affordable housing, the County's jobs-housing imbalance, and the resulting inter-county congestion. See the following discussion under the next bullet point for additional discussion on new opportunities for LAFCO to involve itself in new and different areas of municipal services and infrastructure through the MSRs.

New Opportunities for LAFCO

Leadership opportunities for LAFCO and the MSRs in new issue areas.

Many stakeholders believe that LAFCO may be in a unique position in the County to play more of a leadership role on difficult countywide issues such as affordable housing and urban runoff. The Commission should consider current and future opportunities for LAFCO to play a more significant leadership role in Orange County on these regional issues including water supply. LAFCO should note that assuming a leadership position on these new and different areas of municipal services could represent a significant and pivotal shift in the Commission's priorities and resources as locally determined by the Commission and legislatively set by the Cortese-Knox-Hertzberg (CKH) Act.

CONCLUSIONS – NEW ROLES FOR LAFCO?

The above issue areas represent trends and common themes identified by the consulting teams within the interview responses. Stakeholders commonly identified those issue areas as key regional municipal service and infrastructure challenges in Orange County. The Commission should consider whether LAFCO and the MSRs have a role to play in specific issue areas where LAFCO has not historically been involved, particularly with respect to housing, transportation, and urban runoff. If the Commission believes there is a valuable role for LAFCO to play in these issue areas through the MSRs, the Commission should consider conducting countywide, regional, and/or sub-regional MSRs to address issues and challenges that “horizontally” span across multiple jurisdictions.

“HORIZONTAL” MSRs: COUNTYWIDE & REGIONAL STUDIES

Countywide and/or regional MSRs may be appropriate and effective for studying and exploring: (a) Orange County's water supplies and (b) Orange County's regional wastewater collection and treatment systems. Such regional and sub-regional study areas could further be defined by other criteria such as watersheds, drainage basins, etc.

LAFCO'S KEY ROLES

Probably the most important questions asked during the interviews were how interviewees believed LAFCO can be of service to Orange County agencies on the municipal service issues and challenges identified in the interviews, and how they believed LAFCO can create value through the MSR process. Stakeholders consistently made reference to the unique position and opportunities of LAFCO as an independent and regional body to raise the difficult and politically sensitive issues and engage the various agencies in Orange County in cooperative dialogue. Common themes drawn from the interviews included key roles stakeholders believed LAFCO and the MSRs could play in the MSRs that would add value to planning for Orange County's future growth. These common themes and key roles included:

- ▶ **Information Gatherer/Provider:** Acting as an unbiased, reliable source of data and information, raising the level of agency and public dialogue on issues. During the interviews, stakeholders were asked what information and data they rely on to make decisions about future growth and services. A broad range and mix of responses were received. A primary role of LAFCO and the MSRs may be to provide decision-makers, stakeholders, and the public a central repository of unbiased and reliable information and data on which they can make informed and accurate decisions about future services and governance options.
- ▶ **Facilitator:** Convening discussions on critical issues and providing facilitation and support for collaborative efforts to resolve them. Facilitating decisions about the future among stakeholders and the public. This role is consistent with past roles the Commission has assumed on prior projects, including the coordination of working groups to bring various stakeholder parties together on contentious issues and seeking collaborative and creative solutions to them. The role of facilitator will likely be the most important role for LAFCO in the MSRs and a key to successfully and effectively raising dialogue and awareness among local governments, stakeholder groups, and the public about future growth and change.
- ▶ **Leader:** Raising provocative questions and discussions on politically sensitive and difficult topics that are essential to planning for Orange County's future growth. LAFCO's scope of leadership in Orange County has historically been limited to specific municipal services and issue areas, such as water and sewer, city incorporations, and sphere of influence policies. The scope of LAFCO's legislative charge in the CKH Act, however, is much broader and much less defined. For example, legislative changes to LAFCO law in recent years have expanded the range of service issues LAFCO considers in review of a project to include issue areas like water supply/availability and affordable housing. The Commission should consider if the MSRs represent an appropriate opportunity for LAFCO to step forward and take a proactive role in helping Orange County address its regional service challenges.

LAFCO'S ROLES WITHIN THE MSR PROCESS

The Commission should consider its "Guiding Principles" and the desired outcomes of the MSRs when reviewing the recommended roles for LAFCO. The roles the Commission decides to play within the MSRs will largely determine what the key elements and procedural steps of the MSR process will be. For example, recommended roles like information gatherer/provider, facilitator, and leader may require LAFCO to incorporate certain key elements in the MSR process, such as a data collection process, facilitated stakeholder working groups, public outreach meetings, educational workshops, and inter-agency collaboration on new cooperative opportunities.

ANALYSIS OF KEY FINDINGS

KEY ELEMENTS OF MSRs IN "FOCUS AREAS"

In addition to the key concerns discussed previously, stakeholders consistently identified more specific municipal services as key services that should be addressed in the MSRs and should be proactively planned for over the next 15 to 20 years in Orange County. Several of these services and service challenges are directly tied to other limitations and challenges that Orange County's service providers face, such as financing, political, and structural constraints. The MSRs should be conducted by "focus areas" and seek to identify the specific constraints agencies within those "focus areas" face when planning for future growth and services.

"VERTICAL" MSRs: "FOCUS AREAS"

In addition to countywide and regional MSRs, LAFCO should programmatically implement MSRs by "focus areas." "Focus areas" will consist of multiple jurisdictions but will be of limited size for manageability and effectiveness. This report recommends criteria and factors for determining the boundaries of the "focus areas" at a later date this year. The initial two "focus areas" have already been identified as MSR Prototypes for Phase Two of the MSR Program. They are:

- Rossmoor / Los Alamitos / Seal Beach / Sunset Beach
- City of Orange / East Orange / Orange Sphere of Influence

“Vertical” MSRs by “Focus Area”

Within each MSR “focus area,” LAFCO should work with local stakeholders and the public to determine and focus efforts on the following five key elements to planning for future growth and change.

- 1. Future growth and population projections in the “focus area” over the next 20 years.** Population projections are the essential foundation for beginning to understand and plan for how communities will develop and adapt to future growth (e.g., increased densities from infill, new development potential, expand infrastructure capacities, etc.).
- 2. Demographic changes in “focus areas” influence how future needs for services and infrastructure will change.** Understanding how communities demographically change helps plan for the future needs of future residents accordingly. For example, a community with an aging population will place greater demands on resources geared toward social services. A community with younger age groups and new and emerging families will place greater demands on schools, transportation, and new housing.
- 3. Stresses and strains put on utility and city services will be unique for each “focus area.”** Population and demographic projections will vary from “focus area” to “focus area.” The MSRs should therefore be flexible enough to determine, understand, and plan for the stresses and strains of each “focus area” based on that area’s particular demographic outlook.

The MSRs should pay particular attention to the stresses and strains that are, and will continue to be, placed on already aging infrastructure. Stakeholders believe infrastructure issues will be particularly challenging in the newer communities in southern Orange County where the infrastructure will age altogether at once. The MSRs should also examine the stresses and strains population growth will place on the local and regional transportation systems.

- 4. Opportunities to address common infrastructure, economic, housing, and other issues specific to a “focus area.”** LAFCO should facilitate a cooperative discussion among leaders and stakeholder groups in each “focus area” to identify new governance tools and structural opportunities to collaboratively address the future service needs and infrastructure strains that future growth will create in the “focus areas.”
- 5. Make nine required determinations and update spheres of influence for each “focus area.”** For each “focus area,” LAFCO is required to make nine determinations and update every agency’s sphere of influence. The determinations and sphere updates should reflect determinations and conclusions made on population projections, demographic changes, stresses and strains on infrastructure and services, and opportunities for cooperative solutions within the “focus areas.”

GOVERNANCE TOOLS AND STRUCTURAL OPPORTUNITIES

The MSRs are special studies to explore opportunities to apply both new and existing policies and models for inter-agency collaboration to help Orange County agencies collectively plan for the future growth and service challenges of the County. The MSRs should not seek to “reinvent the wheel,” but instead build on existing successes and explore new opportunities.

During the interview process, stakeholders were asked to identify existing collaborative models and programs that Orange County agencies should consider adopting and implementing. Stakeholders shared many examples from both inside and outside of Orange County. Several identified inter-agency joint powers authorities like OCFA. Others highlighted facilitated and cooperative stakeholder working group discussions like the SCORE (South County Outreach and Review Effort) committee assembled for the Rancho Mission Viejo planning process in southern Orange County.

In addition to these examples, the following new and existing concepts, programs, service arrangements, and policies were identified from the interviews as tools that the MSRs should recognize as possible service options and opportunities available to help Orange County’s public agencies and service providers address future service needs.

- ▶ **City Service Collaboratives.** There are opportunities for groups of cities and agencies to form Joint Powers Authorities for service provision, or “specialize” and provide specific services under contract to neighboring cities services (such as public safety, street sweeping, parks maintenance, signal maintenance).
- ▶ **Community Service District Powers and Opportunities.** There is the potential to apply Community Service District powers for efficient service provision.
- ▶ **Consolidation or Coordination of Utilities.** Consolidation, coordination or joint purchase arrangements for utilities such as water or power could be initiated.
- ▶ **Analysis of Potential Economies of Scale.** Conduct an analysis of cost/benefit and economies of scale for service providers, including special districts, cities, and special-purpose agencies.
- ▶ **New Roles and Responsibilities in Managing Urban Runoff.** Address the feasibility of managing urban runoff through: (1) existing sanitation and/or water district analysis/citizen education resources; or (2) creation of an “urban runoff overlay” across multiple sanitation/water district/city boundaries.
- ▶ **Smart Growth Process Analysis.** Conduct a process analysis for smart growth in Orange County – definition and purpose; where it has occurred; where it has not occurred; opportunities where it can occur; future corrective actions.
- ▶ **Affordable Housing Consortium.** City, County, and agency consortium on affordable/workforce housing. Analyze feasibility of cities joining to swap affordable housing credits (similar to Mitigation Bank for habitats/species).

NEW & EXISTING COLLABORATIVE OPPORTUNITIES

MSRs are opportunities for LAFCO and Orange County agencies to progressively and innovatively “think outside the box.” In addition to the existing tools available to LAFCO today (e.g., annexation, incorporation, consolidations/reorganizations, spheres of influence), the MSRs provide a vehicle for LAFCO to engage in high-level discussions and cooperatively work with different agencies to explore the possibility of applying both new and old models for inter-jurisdictional collaboration to help Orange County address and plan for its future service needs. This is consistent with a growing trend of regionalizing municipal services and infrastructure systems to capture economies of scale and promote opportunities for greater cost-sharing and financing options across jurisdictional boundaries.

MSR RESEARCH PROJECT

To use the MSRs to build on existing models and success stories, it is important for the Commission to first get a sense of what programs, policies, and models are already in existence. The staff at LAFCO has therefore begun an MSR Research Project to augment the scope and breadth of the MSR Program. The project involves a comprehensive literature search for relevant studies, policies, reports, books, programs, and models at the local, state, national, and international levels. The MSRs should continually look to incorporate new and “cutting-edge” practices and models in discussions about new and existing collaborative opportunities.

APPENDIX “A”

STAKEHOLDER INTERVIEWEE LIST

City / County

- ▶ **Paula Burrier-Lund**, Director, Housing & Community Development
- ▶ **Tim Casey**, City Manager, City of Laguna Niguel
- ▶ **Ray Kromer**, City Manager, City of Fountain Valley
- ▶ **Tim O'Donnell**, City Manager, City of Brea
- ▶ **David Rudat**, City Manager, City of Orange
- ▶ **Holly Veale**, Chief of Staff, County of Orange, Fifth Supervisorial District
- ▶ **Tom Wood**, Assistant City Manager, City of Anaheim

Education

- ▶ **David Doomey**, Associate Superintendent, Facilities Planning, Capistrano Unified School District
- ▶ **Elizabeth Parker**, President, and **Lynn April-Hartline**, Deputy Superintendent, Orange County Department of Education, Fifth District

Elected Official

- ▶ **John Bauman**, Mayor Pro Tem, City of Brea
- ▶ **Brian Brady**, President, Irvine Ranch Water District
- ▶ **Stephanie Dorey**, Mayor, City of San Clemente
- ▶ **Chris Norby**, Supervisor, County of Orange, Fourth Supervisorial District
- ▶ **Curt Pringle**, Mayor, City of Anaheim
- ▶ **Susan Ritschel**, President, Orange County Division of the League of California Cities and Mayor Pro Tem, City of San Clemente

Environmental Advocate

- ▶ **Paul Carlton**

- ▶ **Dan Silver**, Coordinator, Endangered Habitats League

Influencer

- ▶ **Lucy Dunn**, Executive Vice President, Hearthside Homes
- ▶ **Dan Miller**, Vice President, Government Relations, The Irvine Company
- ▶ **Stan Oftelie**, President, Orange County Business Council
- ▶ **Bill Ross**, Senior Vice President, Industry Relations and **Kate Klimow**, Government Relations, Disneyland Resorts

Information Provider

- ▶ **Pamela Austin**, Executive Director, Orange County Health Needs Assessment
- ▶ **Laurence Netherton**, Senior Vice President, Institutional Housing Partners
- ▶ **Michael Ruane**, Executive Director, Children and Families Commission of Orange County

Utility / Public Service

- ▶ **Blake Anderson**, General Manager, Orange County Sanitation District
- ▶ **David Elbaum**, Planning Director, Orange County Transportation Authority
- ▶ **Virginia Grebbien**, General Manager, Orange County Water District
- ▶ **Bob Hodson**, City Engineer, City of Fullerton
- ▶ **Chip Prather**, Fire Chief, Orange County Fire Authority
- ▶ **John Schatz**, General Manager, Santa Margarita Water District
- ▶ **Doug Storm**, Assistant Sheriff, Special Services Division, Orange County Sheriff's Department
- ▶ **George Tindall**, General Manager, Garden Grove Sanitary District and City Manager, City of Garden Grove
- ▶ **Vicki Wilson**, Director, Public Facilities & Resources Department, County of Orange

APPENDIX “B”

INTERVIEW QUESTIONNAIRE

1. **What information and data do you rely on to make decisions about future services?**
 - ? How do you know that information and data is accurate and reliable?
 - ? Who generates and/or provides that information and data?
 - ? Do you need better or different data and data sources to better plan for the future?
2. **Looking forward for the next 20 years, where do you see the biggest challenges occurring for your agency?**
 - ? Growth?
 - ? Infrastructure?
 - ? Other?
 - ? What are you doing or what have you done to plan for and address these challenges?
3. **What are the biggest challenges occurring for other local agencies in Orange County?**
 - ? Do you believe those challenges have been or are being adequately planned for?
 - ? Can those plans be implemented?
4. **What challenges do you see for this region as a whole (e.g., Orange County, Southern California, etc.)?**
 - ? Do you believe that there is a need for counties, transportation agencies, housing authorities, and other local agencies to better coordinate with neighboring counties' local agencies on regional and global issues like housing, transportation, and infrastructure?
 - ? What would make this possible?
5. **What are some specific service challenges and opportunities for your agency?**

- ? Which of these are purely local?
 - ? Which are more regional?
6. What should or could other agencies do to make it easier for you to address your local service challenges?
7. What could others be doing to meet Orange County's regional service challenges?
- ? Cities?
 - ? Agencies or entities similar to yours?
 - ? The County?
 - ? LAFCO and other regional agencies?
8. Please refer to the attached list. Given Orange County's projected growth over the next 20 years:
- ? Which regional services and issues do you believe will be most significantly impacted in:
 - (a) Orange County's urban core – the older, more established areas of the County that were developed before 1970?
 - (b) Orange County's urban fringe – the newer, more recently developed or developing areas built after 1970?
 - ? Which regional services and issues do you believe Orange County agencies are most effectively planning for today?
 - ? What obstacles would keep those plans from being fulfilled?
9. How important do you believe it is for Orange County's local agencies to work in partnership in addressing Orange County's future growth and service challenges?
10. Do you believe the County has a leadership role to play in addressing the previously discussed future service challenges?
11. What do you believe to be the leadership role of cities and special districts in addressing Orange County's regional service challenges and issues?

12. Is there anything that's particularly frustrating for you in planning for or meeting your communities' service needs?
13. Do you know of any collaborative models that Orange County agencies should consider adopting and implementing?
14. How do you believe LAFCO can be of service to cities and agencies on the issues you have described and create value through the Service Review Study?
15. Are there any issues you want LAFCO to raise through the service reviews that would be politically difficult for your agency to raise alone?
16. Do you have anything else to add?

REGIONAL SERVICES & ISSUES

1. Air Quality
2. Water
3. Urban Runoff
4. Transportation / Circulation / Traffic
5. Sanitation
6. Waste Management
7. Fire
8. Public Safety/Police
9. Education and Schools
10. Housing
11. Environmental
12. Open Space / Parks / Recreation
13. Urban Sprawl
14. Intergovernmental Cooperation
15. (Agency-to-Agency & County-to-County)